

THE CITADEL  
**Blueprint**  
**2010**  
ANNUAL REPORT



## THE CITADEL BLUEPRINT 2010 ANNUAL REPORT

We are pleased to share with you The Citadel's 2010 Annual Report for the Blueprint, the three-year strategic plan for the college. As we enter the second year of the Blueprint against the backdrop of the still-challenging economic climate, we are encouraged by the selfless participation of all members of the campus community.

Despite the economy, or perhaps because of it, we are seeing signs of renewed energy and new efficiencies in every department. It is through the hard work and innovation of our faculty, staff, students and alumni that we are succeeding in delivering a world-class education and meeting our strategic planning goals. We are also experiencing record application and enrollment numbers in the South Carolina Corps of Cadets and steady growth in The Citadel Graduate College.

We know that everyone in The Citadel community holds a deeply felt personal interest in our long-term success, which is why we are pleased to present a selection of spotlights from the 2009-10 academic year, the first of our three-year journey.

We encourage you to follow our progress on campus by using our various channels of communication. For alumni, we publish Alumni News three times a year and we distribute "Through the Dataport" via e-mail twice monthly. On campus, we continue to hold our Town Hall meetings frequently, which gives us the opportunity to meet directly with faculty and staff to discuss their concerns and ideas for enhancements. And, increasingly, we will be using the portal, Lesesne Gateway, to manage various announcements and updates.



## EARLY SUCCESS, JUST THE BEGINNING

As a fast-paced strategic plan, the Blueprint focuses our priorities on the new initiatives we need to implement to guarantee that we deliver a top quality education and leadership experience for undergraduate and graduate students. For us all to succeed it is essential that the college be positioned for optimal growth to attract future generations of students. That is why we must invest in campus improvements and services to ensure we are delivering the preparation our students and families expect.

We are proud to report that the faculty and staff of The Citadel are applying renewed efforts to generate new programs and partnerships that make a difference in the lives of many and help to secure our future.

Why is this strategic plan important now? Because it is vital for our long-term success that we build a strong foundation for growth. As with other businesses, we need to be in a strong position organizationally and financially so that we can grow as the economy rebounds, but also ensure we have sufficient reserves to cover unexpected needs that could occur.

It is very encouraging to report that during the first year, we have been able to realize sizable goals including:

- Expanded enrollment in both the Corps of Cadets and the Graduate College
  - Activated a new company in the Corps of Cadets, Sierra Company
- Increased diversity among the student population, faculty and staff
- Improved infrastructure in many parts of the campus, in particular:
  - Began the first phase of renovation of Daniel Library
  - Installed new HVAC and lighting systems in Capers Hall
  - Renovated and expanded the Gift Shop in Mark Clark Hall
  - Updated the laundry and tailor shop
  - Implemented technology upgrades in several areas of campus
- Launched The Citadel's STEM (Science, Technology, Engineering, Mathematics) Center of Excellence
- Expanded the Krause Center and relocated to its own building on Richardson Avenue

- Established partnerships with Google and SPAWAR
- Implemented a new Banner Campus-wide Enterprise Information System
- Renewed efforts to market the college to undergraduate and graduate students

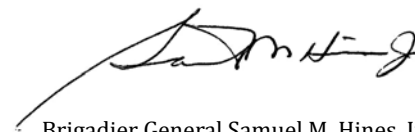
We cannot thank our supporters enough for their generous support. I know we will prevail in our quest to be further recognized as one of the nation's most respected institutions that develops principled leaders in a society undergoing great change.

You will see significant achievements in the pages that follow. You can also follow our progress at [www.citadel.edu/blueprint/blueprintreport2010](http://www.citadel.edu/blueprint/blueprintreport2010).

Thank you for your continuing strong support of The Citadel.



John W. Rosa, '73  
Lieutenant General, USAF (Retired)  
President



Brigadier General Samuel M. Hines, Jr., SCM  
Provost and Dean of the College







## SUMMARY OF BLUEPRINT ACHIEVEMENTS

In the spirit of The Citadel's promise of accountability for The Blueprint, we provide this digest report to the Office of the President, the Board of Visitors, the state legislature and governor of South Carolina and all parties interested in the future of The Citadel. A complete version of this report, which includes initiatives not yet begun, but scheduled to start in the second and third year of the plan's timeline, can be found on our website by visiting [www.citadel.edu/blueprintreport2010](http://www.citadel.edu/blueprintreport2010).

### Blueprint Progress Legend



*Achieved*



*On Schedule*



*Active/Behind Schedule*



# 1

## Strategic Initiative One

*Develop Principled Leaders in a Globalized Environment*

### Sophomore Seminar



For the 2010-11 academic year, The Citadel is introducing the new Sophomore Seminar program, an innovative course integrating academic and leadership curricula, led by the Director of the Academic Leadership Program Dr. Michael Fekula. Research for this program was begun in the 2009-10 academic year and is noted for the campus-wide collaborative effort of the faculty to make it a reality so quickly. This course employs Medal of Honor curricula and case study scenarios to help foster meaningful examination of effective leadership. As a year-long, mandatory leadership learning module, it features classroom and practical community experience in the greater lowcountry region during which cadets learn

the effects of good and bad leadership experiences. The value of this study and practicum is to provide cadets more advanced leadership guidance earlier in their development cycle, and engender stronger overall retention.

*Goal: Integrate the Leader Development Model into Academic Programs.*

40% Progress



2012



## New Program Development Director, Krause Center



In keeping with the Krause Center growth objectives, the Center enhanced its staff with the addition of Col. William P. McLaughlin, USMC (Ret.), The Citadel class of 1983. With his career experience in leadership program development, he will add valuable resources to help the Krause Center achieve its goal of delivering one of the nation's

coveted leadership learning centers. Substantial progress was made in 2010 with the addition of two full time program directors, the Sophomore Seminar, broader involvement of more campus departments, and an expanded leadership curriculum.

*Goal: Refine the mission and establish permanent staffing and budget lines within the Krause Leadership Center.*

30% Progress

(Behind Schedule)

2012

## Service Learning



The Citadel has significantly evolved our service learning programs, adding required modules in the Sophomore Seminar to ensure cadets gain early, real life leadership experience by working in the community. As part of the program expansion, The college formed service learning partnerships with 25 community

organizations in the low-country. For the 2010-11 academic year, The Citadel also doubled the number of Vista Volunteers working with cadets.

*Goal: Expand service-learning opportunities for students.*

60% Progress

2012

## E-Leadership Portfolio



The new cadet E-Leadership Portfolio provides an electronic profile documenting and assessing students' leadership development growth over time. This four-year initiative, starting in the freshman year, documents leadership outcomes through four pillars: academic, military, physical, and moral and ethical effectiveness. The portfolio

includes a strong career development focus and all students will graduate with a complete E-Leadership Portfolio to share with potential employers and graduate schools. E-Leadership Portfolios and 360-degree assessments were embedded in the academic experience for all freshmen in Fall 2010.

*Goal: Implement Leadership e-portfolios and 360-degree instruments with benchmarks.*

90% Progress

2012

## Career Planning



In order to be of vital service to cadets, The Citadel's Career Services Center added two positions: an on-campus Recruiting Coordinator and a Training Coordinator. Both positions will help cadets better target opportunities in the workforce and prepare them for effective interviewing and correspondence with prospective employers. We are

proud to welcome our new arrivals, Celeste Melvin, Recruiting Coordinator and Kristin Schrader, Training Coordinator, both of whom bring strong experience and credentials in higher education. All freshmen cadets began constructing Career Planning Portfolios in Fall 2010.

*Goal: 100% of students completing Career Planning Portfolios.*

Achieved



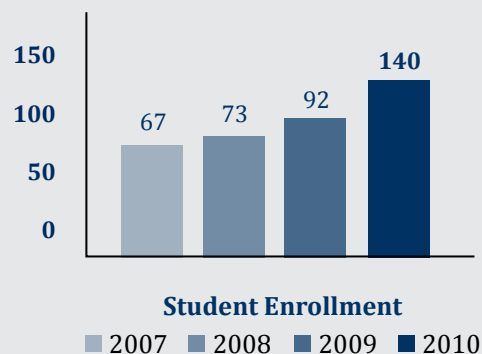
## 2 Strategic Initiative Two

*Enhance the Learning Environment*

### The College Success Institute (CSI)

The College Success Institute (CSI) has been a valuable program that is designed to help incoming freshmen (knobs) gain advance understanding of life at The Citadel by taking two academic courses and engaging in military and physical training. The program demystifies the experience and reinforces the academic value of the school so that when students matriculate in the fall, they are better prepared for the unique lifestyle they will begin. The program is particularly important because the percentage who return for sophomore year is six to nine percent higher for students who attend CSI.

**College Success Institute Grows Over 52% in One Year**



**Goal:** To increase enrollment in the freshman preparatory program, College Success Institute, by 25%.

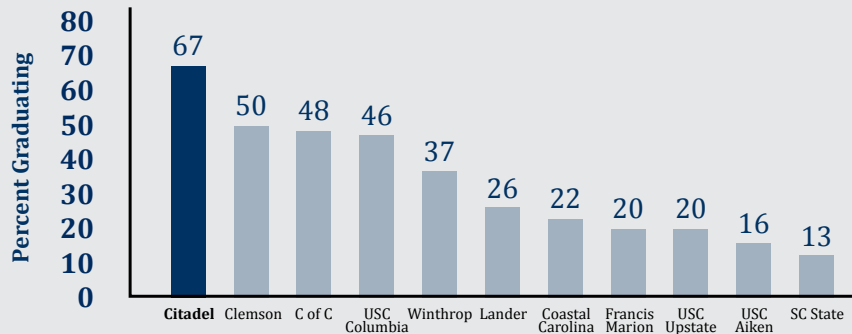
**Achieved**



## Improved Graduation and Retention Rates

The Citadel has worked hard with interdisciplinary measures to continually advance the 4-year graduation rates of our students. Last year, we recorded the highest rate in the state with a 67% 4-year graduation rate. Our freshman retention rate topped 83% this year, one of the highest rates on record.

**The Citadel 4-Year Graduation Rate Tops SC**



*Goal: Increase four-year graduation rate to over 60%.*

**Achieved**

## The STEM Center of Excellence



In collaboration with the Schools of Engineering and Science and Mathematics, the School of Education has created The Citadel STEM Center of Excellence (Science, Technology, Engineering, Mathematics). Consistent with a strategic initiative of The Citadel Blueprint, the goal of the STEM Center is to “provide outreach to the region and serve as a resource in its

economic development.” In the summer of 2010, The Citadel hired Carolyn Kelley as the STEM Center Director. A former “Teacher of the Year” for New Hampshire, Ms. Kelley brings strong experience and education in the sciences and higher education.

*Goal: To increase research and collaborative opportunities for faculty in STEM disciplines by 5% each year.*

**20% Progress** (Behind Schedule)

2012

## Enhanced Academic Support Center



During the last year, The Citadel piloted a new Supplemental Instruction program that includes the aid of graduate students to provide cadets additional instruction that helps them realize academic success in this rigorous environment. The Academic Support Center also launched the LEAD Program, designed to enhance students’ study,

goal setting, and time-management skills.

*Goal: Create an early warning system to provide supplemental instruction helping students manage academic difficulty.*

**70% Progress**

2012



## Highlights From the Schools

### *Academic Programs of Distinction*

#### School of Science and Mathematics



- The Biology department has joined other leading universities as a cooperative ecosystems study unit (CESU). CESU is a consortium of universities, non-governmental organizations, and government laboratories devoted to researching and preserving the ecosystem and educating the public on environmental issues.
- The Cross Human Performance Laboratory in the Department of Health Exercise and Sport Science, supported by a grant from Bite Tech, Inc., has been constructed and is now operational.
- The Department of Energy has awarded a three-year research grant to Dr. Scott Yost, Assistant Professor of Physics, to support his research on elementary particle theory at CERN (the European Center for Nuclear Research) in Geneva, Switzerland.
- The department has received a donation of forty computers from Google as part of a series of growing partnerships.

#### School of Business Administration



- On March 25-26, 2010, the School of Business Administration hosted the inaugural The Citadel Director's Institute at Charleston Place Hotel. This event targeted top executives who serve as directors for public and private organizations. We welcomed 11 outstanding panelists and approximately 30 participants. Plans for next year's event are already in motion with the anticipated date of March 17-18, 2011.
- On April 15th, 2010, we successfully held its Hall of Fame banquet. This year the school was honored with a visit by General David Petraeus, US Army, who served as the keynote speaker and recipient of a "Leader of Principle" award. In addition to General Petraeus, Jimmy Kerr, '65 Chair of our Advisory Board and Travis Rockey, President of the Evening Post Publishing were also recipients of this award. Dr. Joe Salley, '89 President and CEO of Milliken & Company was the recipient of the "Alvah Chapman Award."
- On April 16th, 2010, we dedicated the "Rick and Mary Lee Bastin Financial Leadership Lab," recognizing the generosity of Rick Bastin, class of 1965, and his wife." This state-of-the-art facility will allow us to develop leaders for careers in the financial services industry. Coupled with our focus on ethics, our graduates will be prepared to enter and eventually lead an industry that certainly needs principled leaders.

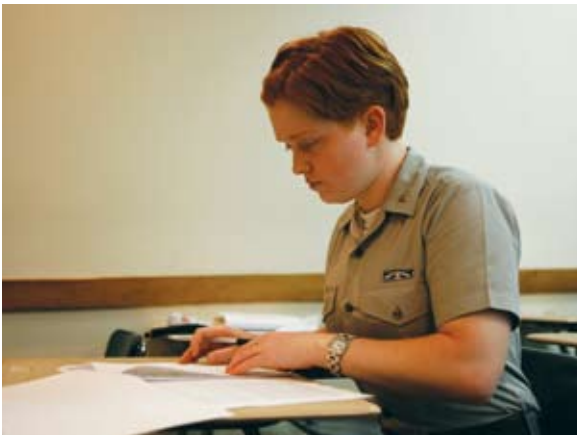


## Citadel School of Engineering



- The Citadel School of Engineering climbed five places in the 2011 U.S. News & World Report rankings of the best colleges and universities in the nation. Rising steadily in the national ranking during the last 10 years, the CSOE now stands at No. 21 among 50 schools ranked by U.S. News this year.
- At the start of the 2009-2010 academic year, the School of Engineering received accreditation from the Engineering Accreditation Commission (EAC) of the Accreditation Board of Engineering and Technology (ABET), reaffirming the accreditation of both the civil and the electrical engineering programs. The South Carolina State Board of Registration of Engineers and Land Surveyors approved the surveying curriculum of the School of Engineering; this status qualifies Citadel students to satisfy new industry qualifications criteria.
- Last year, the School of Engineering completed the construction of the state-of-the-art Bernard Gordon Seminar Room in electrical engineering. And, with the generous support of Mr. Bernard Gordon, Electrical Engineering funded three new scholarships.

## School of Humanities and Social Sciences



- The School of Humanities and Social Sciences made advances in several strategic areas. Its two-year old Oral History Program tripled the number of interviews from 50 to 150 in its collection and posted many of them in the Lowcountry Digital Library. These interviews include powerful personal testimonies regarding major national historical events and milestones during the twentieth century. The faculty also completed a thirty-page summary of the interviews conducted with Citadel combat veterans of World War II.
- The emerging Arts Program hired the first, full-time instructor of Art, launched a college-wide Arts Council, and staged the first two cadet-curated art exhibits on campus.
- In the area of International Studies, the School expanded its summer study-abroad opportunities from three (England, Spain, France) to five (China, Mexico, England, Spain, and France). It also secured a strategic language grant of \$200,000 from the U.S. Department of Defense to promote the study of Chinese. And, the school was awarded its first needs based grants of \$5,000 each to talented students of families with documented financial need to study abroad.
- Selected as a pilot program in 1999 by the S.C. Commission on Higher Education, The Citadel's GEAR UP (Gaining Early Awareness & Readiness for Undergraduate Programs) program has provided continuous service to students in Fort Johnson Middle School on James Island, SC, and Alice Birney Middle School in North Charleston, SC. The program continues to support them as they transition to area high schools. More than 500 GEAR UP students have graduated from area high schools and many of these graduates are pursuing higher education degrees.

## School of Education

*The Citadel's School of Education is operating several initiatives across the greater Charleston region in partnership with a number of schools and other organizations. Recent highlights include:*



- 22 Charleston County School District (CCSD) teachers earned a Master's in Literacy from The Citadel as members of a unique school/university partnership. These teachers graduated as the first literacy cohort to complete the master's degree program and qualify for advanced certification in literacy through the S. C. Department of Education. To date, 12 of these 22 teachers have earned new assignments to the new first and sixth grade reading academies.
- A similar partnership has been developed with the Berkeley School Districts. A group of 25 Berkeley County teachers began coursework for The Citadel's master's degree program in school leadership and a second Berkeley County group of teachers is scheduled to begin coursework in fall 2010, bringing the total to 47 Berkeley County teachers who are enrolled in programs leading to a master's degree in school administration degree and certification as an elementary or secondary school principal.

## Citadel Graduate College



- The Citadel Graduate College experienced an overall increase in enrollment of approximately 8%, most likely reflective of sustained marketing efforts, new program offerings, and increased demand for graduate education.
- A new certificate program in Leadership, available by the start of the academic year, now has more than 25 students enrolled.
- The new master's degree program in Technical Project Management (TPM) began enrolling students during the summer of 2010; we expect to have at least 30 students enrolled in the master's program within the next year.
- To continue its growth trend, the CGC initiated an integrated marketing effort during the 2009-2010 academic year. And, as part of the institution's brand enhancement strategy, focus groups with current CGC students were conducted during the late fall and early winter. The findings included validation that students choose The Citadel Graduate College in order to add a leadership dimension to their portfolio. And in pursuit of further market intelligence on the reputation and public awareness of the graduate college, we engaged the

services of a national marketing firm to quantify and qualify the potential market in our region. That research study probed for the public's understanding of our offerings and sought input on programs that the college should consider adding or changing.

**Note:** For the overall progress of the schools, we assign this general goal and status.

**Goal:** To create academic programs of excellence and distinction within each school.

33% Progress

2012









## 3 Strategic Initiative Three

*Strengthen the College through Institutional Advancement*

### Enhanced Collaboration with The Citadel Foundation

As a function of the extraordinary national economic pressures and the reduced allocations from the state legislature, the college has forged a stronger business partnership with the foundation to streamline the various channels of contributed funds, and ensure steady cash flow in today's economy. Part of that partnership builds stronger ties between the president's office, the deans of the five schools and the foundation in order to integrate academic fund raising as a strategic tool, and to build strong connections that will be vitally important in planning for the next capital campaign.

### Athletics Excellence Fund

#### ***Athletic Department Success***

- Increased overall athletic fundraising from \$3 to \$4.66 million in fiscal year 2009-2010.
- Increased Brigadier Foundation membership by 8% this year, from 1599 to 1729 members.

**Goal:** *To increase membership in The Citadel Brigadier Foundation 35% by 2012.*

30% Progress



*(Behind Schedule)*

2012





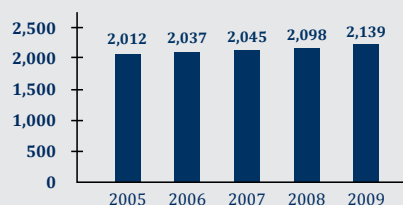
# 4 Strategic Initiative Four

## *Develop the Student Population*

### Expanded Enrollment and Diversity

The profiles of the last two incoming classes to the Corps of Cadets and new students enrolling in the various programs of The Citadel Graduate College indicate that the college is making strong progress in its strategy to expand enrollment and improve diversity on campus. The accompanying charts illustrate the changing profiles in step with the Blueprint priorities. The Class of 2014 also records the highest number of women and minorities matriculating at the college (56 women and 174 minority students).

The Citadel Fall Enrollment - SC Corps of Cadets



The Citadel Graduate College Fall Enrollment



*Goal: Increase student enrollment in The Citadel Graduate College by 25%.*

33% Progress

2012

### Veteran's Program Established

With an interest in serving the growing veteran population that benefits from the expanded Yellow Ribbon education benefits program, The Citadel re-established its veteran's program in 2010. That program is being marketed on regional bases and through military publications.

*Goal: Increase the veteran student population at The Citadel by 50 students each year.*

5%

(5% Progress - Behind Schedule)

2012

### Strategic Marketing Plan

During the first year of creating and implementing The Citadel's strategic marketing plan, the college is seeing clear measures of advancement in enrollment, fundraising and international visibility. The college Office of External Affairs has aggressively embraced the prevailing technologies to reach undergraduate and graduate students in the channels where they research education options. We have published new program brochures, updated the website capabilities, increased HTML email traffic with all of our audiences across campus, marketed special events and VIPs on campus, enhanced our use of photography and video to spread the news of Citadel activity leveraging the universal reach of the Internet. The college is making full use of internet-based communications and social media strategies.



# 5

## Strategic Initiative Five

*Enhance the Facilities and Technological Support for the Campus*

### Information Management System - Banner

The Citadel campus community has been installing and implementing Banner, the Sunguard Enterprise Resource Information System, which moves the community toward a unified digital campus. This year, the campus implemented the modules for Finance, Admissions, Student, Human Resources and Financial Aid. These powerful new tools integrate data from multiple sources making analysis and reporting easier.

*Goal: Implement the Banner Enterprise Information System to create a "Unified Digital Campus."*

75% Progress

2012

### Light Rail/Internet 2

The Citadel partnered with The Medical University of South Carolina (MUSC) to provide The Citadel community with access to the South Carolina Light Rail and Internet 2, which doubled The Citadel's bandwidth, and expanded opportunities for student and faculty research.

*Goal: Expand campus technology bandwidth to increase efficiency and productivity by creating service agreements with SC Light Rail, MUSC and the College of Charleston.*

Achieved

### Capers Hall Renovation

With help from allocated federal stimulus funds, The Citadel completed a \$1.3 million renovation all of the heating, ventilation and air conditioning systems in Capers Hall during the summer of 2010. Housing the departments of English, History, Modern Languages, Political Science, Education, and Psychology, Capers Hall serves as a key academic building for all students. The project includes new digital controls tied to the campus energy management system, duct work and piping plus new ceiling material and lighting.

*Goal: Completion of all planning documents.*

Achieved

### Daniel Library Renovation

With a \$1.5 million gift from the Daniel Foundation and other generous contributions - in particular, gifts of \$250,000 each from the classes of 1970 and 1980 - the library renovations include new architectural and interior design features, updated HVAC, electrical and plumbing systems, and a renovated garden area.

*Goal: Complete renovations on time and on budget.*

Achieved

### Growth of Online Courses

The Citadel is committed to providing an optimal educational experience which involves the availability of online course work. During the last two years, the college has responded to students' needs by offering several online courses.

*Goal: To increase graduate student enrollment in online courses by 10% each year.*

33% Progress

2012





## 6 Strategic Initiative Six

### *Improve Institutional Effectiveness*

#### Automation of Assessment and Strategic Planning

The Citadel invested in automating assessment and strategic planning processes through the purchase and implementation of Taskstream™ Accountability Management software. The Accountability Management System promotes campus-wide collaboration and communication regarding institutional effectiveness, in part by providing a communication and resource hub for all of the institution's accountability, outcomes assessment, planning, accreditation, and continuous improvement initiatives.

*Goal: Purchase and implement Accountability Management Software to automate strategic planning, assessment, accreditation, metric and program evaluation processes..*

75% Progress

2012

#### Institutional Accountability Enhancements

The Citadel established a Faculty Analysis and Assessment Team comprising faculty members from all five schools and the Daniel Library. The team also completed a new institutional assessment plan. The Citadel invested in institutional effectiveness staffing this year by adding a Data and Research Analyst and a Business Intelligence/Data Warehouse Analyst.

*Goal: Establish a Faculty Analysis and Assessment Team, supporting a small team of faculty to participate in specialized evaluation projects and provide assessment outreach to other areas of the College.*

Achieved

#### Sustainability and Campus Cost Saving Initiatives

- The summer of 2010 marked the second consecutive year the College implemented a special summer-time 4-day work week to lower our energy (cooling) demand on campus. In 2010, the college realized a savings of more than \$41,000 in energy costs.
- The College continued its energy efficiency renovations including lighting retrofits, variable speed drives, water conservation measures, installation of energy efficient chillers, occupancy sensors, energy management controls, retrofits, and on-demand ventilation.
- Energy efficiency measures related to our energy performance contract improve our deferred maintenance posture and help us save approximately \$170,000 per year in utility charges.
- Facilities and Engineering has begun new recycling and waste management programs to reduce The Citadel's waste stream and the associated waste disposal costs. These efforts will continue to become more disciplined in FY10-11 as we identify materials and resources needed.

*Goal: Increase environmental awareness and institute recycling and energy efficiency protocols across the campus.*

50% Progress

2012





# 7

## Strategic Initiative Seven

*Ensure the College has the Leadership and Talent to Accomplish These Strategic Initiatives*

During 2010, The Citadel made strong commitments to achieving the objectives of the Blueprint, and in particular sought to enhance the faculty and staff as the single most important investment in securing our strong future.

The College made significant increases in faculty collaboration with the Krause Center evidenced by the appointments of a Director of Academic Leadership, Coordinator of Service Learning, and more than 30 faculty members facilitating the new Sophomore Seminar.

### New Faculty and Staff 2009-2010

**Lieutenant Colonel Stephen P. Barton, USA (Ret.)** - *Instructor/Company TAC*

**Captain Keith J. Bell** - *Criminal Justice*

**Captain Scott E. Buchanan** - *Political Science*

**Captain William B. Collins** - *Political Science*

**Captain David M. Donnell** - *Biology*

**Lieutenant Colonel Kevin J. Dougherty, USA (Ret.)** - *Instructor/Company TAC*

**Lieutenant Colonel Michael J. Fekula, USAF (Ret.)** - *Director of Academic Leadership Programs*

**Lieutenant Colonel Joel C. Harris, USA (Ret.)** - *Chaplain*

**Carolyn Kelley** - *STEM Center Director*

**Colonel William P. McLaughlin, USMC (Ret.)** - *Krause Center Program Development Director*

**Colonel Leo A. Mercado, USMC (Ret.)** - *Commandant of Cadets*

**Colonel Christopher Logan Moore, USAF (Ret.)** - *Deputy Commandant and Assistant Commandant for Discipline*

**Captain Amanda R. Mushal** - *History*

**Major Sean J. Pike, USAF (Ret.)** - *Instructor/Company TAC*

**Captain Robert J. Riggle** - *Business Administration*

**Captain Claudia Lucia Rocha** - *Biology*

**Captain Genelle K. Sawyer** - *Psychology*

**Captain Luke S. Sollitt** - *Physics*

**Captain Kathryn Strong** - *English*

**Commander Mark R. Whittington, USN (Ret.)** - *Instructor/Company TAC*

**Captain Alece Wood, USAF (Ret.)** - *Instructor/Company TAC*

***Goal:** Increase the number of faculty and staff collaborating with the Krause Leadership Center and in academic leadership programs by 15% in 2012.*

60% Progress



2012



# 8

## Strategic Initiative Eight

*Provide Outreach to the Region and Serve as a Resource in its Economic Development*

### The Citadel Director's Institute (CDI)

The CDI was designed to provide an important forum for business and policy leaders to address the changing regulatory environment and fuel high-level discussions about ethics in business and finance. Administered by the School of Business Administration, the CDI succeeded in its debut March 2010. The second program will be hosted in March 2011, and already seeing high demand.

### Community and Business Partnerships

With the help of a federal Improving Teacher Quality grant from the Commission on Higher Education, The Citadel's School of Education is leading an effort with several School Districts that enables middle and high school science and mathematics teachers to teach the STEM (Science, Technology, Engineering, and Mathematics) disciplines more effectively. The Citadel was involved with the launch of the "Stewards for Children" training program in all professional education programs.

### Corporate Partnerships

Since 2009, the Citadel has accelerated its outreach to regional corporations and organizations to forge new partnerships. Two of the most advanced partnerships are with Google and SPAWAR. The first component was a gift from Google of 40 new computers to the Physics Department. In return, Google will work with Physics students on projects and perhaps add new program material. Additionally, Google is working with the Mathematics Department to create mobile applications for the Droid™ on the Google platform. Google will provide Google Nexus One mobile phones (or similar devices) that will be used to present a new computer science course. The course will use the Android Software Development Kit with the plug-in for Eclipse. In the case of SPAWAR, the Citadel offers Technical Project Management certification that advances the skills of SPAWAR employees and prepares individuals in the region for potentially strong career tracks with the renowned firm.

### Sophomore Seminar

The module of the new Sophomore Seminar is dedicated to providing leadership opportunities for 3rd class cadets with pre-selected agencies in the greater Charleston community.

**Note:** For the overall progress of The Citadel's engagement with the community, we assign this goal and status.

**Goal:** Expand participation of faculty and staff in community-based organizations.

33% Progress

2012







## ONWARD

The Citadel community is proud of the early progress we are making to advance the College's programs, facilities, faculty and staff resources and involvement in the Lowcountry region. And, while The Citadel Blueprint is the strategic plan for the campus spanning 2009-2012, we are already at work beginning to evaluate our next round of priority projects that will carry us to 2015.

This printed report includes highlights of the progress The Citadel community has made in the first year of implementing our strategic plan. For a full report of all initiatives in the plan, we invite you to visit the comprehensive version online available at [www.citadel.edu/blueprint/blueprintreport2010](http://www.citadel.edu/blueprint/blueprintreport2010). In that complete edition, you will see programs and initiatives that have not been started in the first year, but which are scheduled to begin in the second and third years of this strategic plan cycle.

With our distinct mission to prepare young people to serve as principled leaders in their chosen paths of life, we are building the strongest possible foundation for a secure future.

We are grateful to our community of supporters comprising our valued alumni, parents, students, faculty, staff, corporate partners and other friends of The Citadel who stand with us in our mission. Ours is a powerful legacy that we are committed to preserving as we fulfill our mission to provide a first-rate education for the citizens of South Carolina - one that prepares our people to excel in a globalized environment.





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